



# Department of Personnel Administration

## Strategic Plan 2008-2010

**Department of  
Personnel Administration**  
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## ACKNOWLEDGMENTS

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I would like to thank the entire staff of the Department of Personnel Administration for their assistance with this project. The research and time involved in creating this document required cooperation and commitment from many individuals.

This strategic plan reaffirms what is best about DPA and also gives us new goals to accomplish. All of you have worked very hard since I became Director helping to define these goals, and already reaching some of them. You are all making a difference to improve public service and provide leadership to the human resources community.

We're going to use this strategic plan as a map to follow and ensure that all the goals we've set are met. We'll change them when necessary. We can never forget we are the face of an employer of 235,000 employees all working in a rapidly changing world to provide the high level of public service the citizens demand. Our challenges are huge. We will meet those challenges.

I am proud to be working with you.

David A. Gilb  
Director



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## I. BACKGROUND

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### **Why did the Department of Personnel Administration create this strategic plan?**

We created our strategic plan as a roadmap for our organization as we go through a transition over the next two years. As we work together with SPB on the Human Resource Modernization Project, it has become very clear that the DPA we see today will be very different than the DPA of the near future. We have begun to ready ourselves and our organization to ensure we're successful in this transition.

Strategic planning is step one of workforce planning. Through the creation of this strategic plan, we have been able to establish where it is we want to go and how we plan to get there over the next couple of years. The next step is to assess the organization and determine what resources, including staffing requirements, we'll need to fill in any identified gaps.

What follows is an explanation of our goals and corporate initiatives. These documents will guide us through the next two years as we change and transition into a new and modern human resource organization.



## DEPARTMENT OF PERSONNEL ADMINISTRATION

**Support  
The Success  
Of HR  
Modernization**

**Align  
Our Goals  
To Those  
Of The  
Administration**

**Use  
Technology,  
Data & Teams  
To Create  
Solutions**

**Invest  
In Our Own  
Employees  
To Be A Model  
Department**

**Provide  
Superior  
Customer  
Service**

### MISSION

**As the employer, DPA provides human resource leadership and consulting services, while we partner with SPB to implement the transformation of the human resource system.**

## **II. DPA'S GOALS**

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### **Support the Success of HR Modernization**

We will work with the State Personnel Board and the Department of Finance to ensure the success of the HR Modernization Project. It is imperative, as the State's corporate human resource agency, that we provide leadership during this modernization.

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### **Align Our Goals to Those of the Administration**

DPA as a whole represents the State as the employer. In labor contract negotiations, the Labor Relations Division speaks for the Governor. We must constantly make sure that what we do as the employer is in alignment with what the Administration wants to accomplish.

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### **Use Technology, Data, and Teams to Create Solutions**

We are fortunate at DPA to have an extremely creative and progressive staff. In each of our divisions we have a great deal of diversity and skills. By combining the various competencies when we use teams, we tap into the best of each of us. Using data and technology to create innovative solutions saves our organization time and money, plus it provides the kind of customer service we strive to provide departments.

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### **Invest in Our Own Employees to be a Model Department**

Very often when departments are faced with budget shortfalls, the first thing to go is training. Here at DPA we feel it's even more important during these difficult fiscal times to properly train and equip our employees with the tools they need to do their jobs. We always want to strive to improve the quality of our workplace and make our department and the State an employer of choice.

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### **Provide Superior Customer Service**

As a control agency, we often struggle to find the balance between telling and consulting. It is our goal to provide superior customer service so all departments can be an employer of choice.

### **III. DPA'S CORPORATE INITIATIVES**

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#### **Initiate a Workforce Planning function within DPA**

We plan to provide statewide leadership in workforce planning at DPA by adding staff dedicated to this new program. We will provide consultation and assistance as we track statewide workforce planning efforts of agencies and departments. This new program will also take the lead in DPA's own internal workforce planning. We will also work closely with the HR Modernization project and other human resource professionals.

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#### **CCD Audit Function**

In our Classification and Compensation Division we will begin moving to an audit function. We will train departmental personnel staff, then delegate more functions to them, and follow up with audits and consultation.

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#### **Legal and Labor Divisions – The Ins and Outs**

The legal and labor divisions will work together to research and implement the best way to improve the meet and confer process now delegated to departments. They will also work on training departments to handle a select number of arbitration cases.

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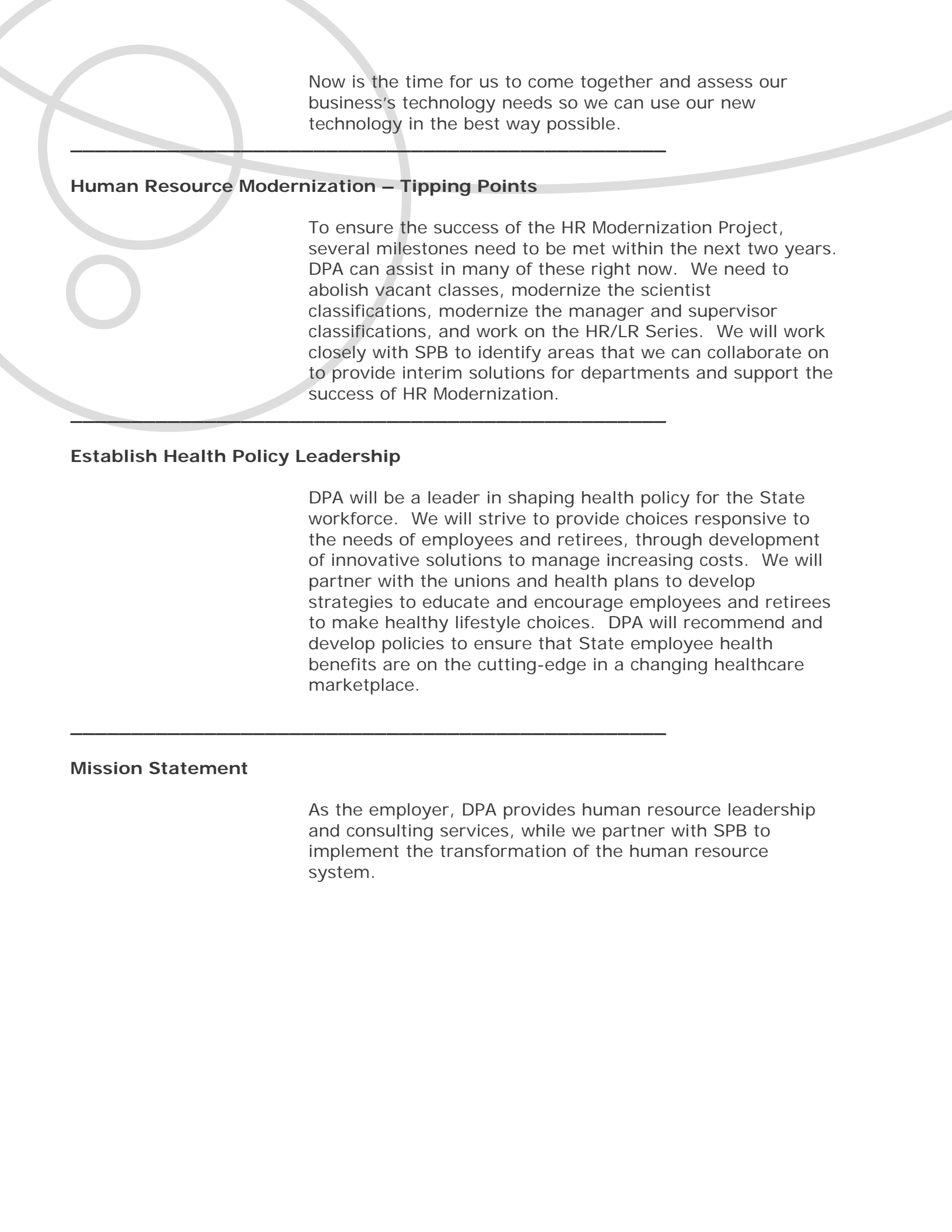
#### **Training – Statewide and Department-wide**

We need to improve our leadership for statewide training. When we closed the State Training Center, we delegated all responsibility for training to departments. While CPS, SPB, and other entities have done a superior job providing training, DPA needs to step forward and provide leadership in this area. We will also continue to make training within our own department a high priority.

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#### **Technology Steering Committee**

At the end of 2007, the executive staff decided that we should create a Technology Steering Committee comprised of people from each division. The IT staff has been hard at work completely replacing our technology infrastructure.



Now is the time for us to come together and assess our business's technology needs so we can use our new technology in the best way possible.

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## **Human Resource Modernization – Tipping Points**

To ensure the success of the HR Modernization Project, several milestones need to be met within the next two years. DPA can assist in many of these right now. We need to abolish vacant classes, modernize the scientist classifications, modernize the manager and supervisor classifications, and work on the HR/LR Series. We will work closely with SPB to identify areas that we can collaborate on to provide interim solutions for departments and support the success of HR Modernization.

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## **Establish Health Policy Leadership**

DPA will be a leader in shaping health policy for the State workforce. We will strive to provide choices responsive to the needs of employees and retirees, through development of innovative solutions to manage increasing costs. We will partner with the unions and health plans to develop strategies to educate and encourage employees and retirees to make healthy lifestyle choices. DPA will recommend and develop policies to ensure that State employee health benefits are on the cutting-edge in a changing healthcare marketplace.

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## **Mission Statement**

As the employer, DPA provides human resource leadership and consulting services, while we partner with SPB to implement the transformation of the human resource system.